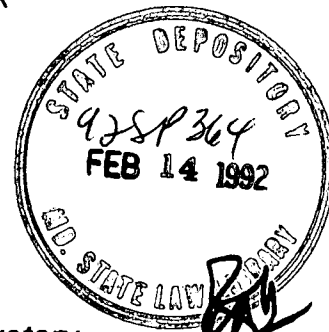




WILLIAM DONALD SCHAEFER
GOVERNOR

STATE OF MARYLAND
OFFICE OF THE GOVERNOR

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Maryland. Task Force on the
Charles H. Hickey, Jr.
Final report of the Task
Force on the Charles H.



TO: Governor William Donald Schaefer

FROM: Robert A. Pascal, Appointments Secretary
Chairman, Task Force on Charles H. Hickey, Jr. School

DATE: April 30, 1991

SUBJECT: FINAL REPORT OF THE TASK FORCE ON THE CHARLES H.
HICKEY, JR. SCHOOL

On February 8, 1991, you appointed this Task Force to conduct a critical review of the Hickey School, and to provide you with recommendations for its future operation. The following individuals participated as members of the Task Force:

*Robert A. Pascal, Chairman
Senator Clarence W. Blount
Senator Thomas L. Bromwell
Senator Charles H. Smelser
Delegate Richard N. Dixon
Delegate Robert L. Ehrlich, Jr.
Secretary Nancy S. Grasmick
Secretary Bishop L. Robinson*

*Acting Secretary Nelson J. Sabatini
Superintendent Joseph L. Shilling
Elizabeth K. Brownell
Councilwoman Vera P. Hall
Peter J. Lombardi
Judge David B. Mitchell
Charles C. Powell
George E. Surgeon*

Following lengthy deliberations and discussions with School officials, as well as on-site visits to the Hickey facility and the Glen Mills program in Pennsylvania, we submit the following conclusions and recommendations:

- 1. The Hickey School plays a vital and necessary role in preserving public safety by providing a secure environment for youthful offenders to receive treatment and rehabilitation services. This is its fundamental mission. What is at issue is the quality, diversity and effectiveness of the services which are being provided.*

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2. *A variety of factors have acted to diminish progress at the Hickey School. For one, the frequent change in leadership with each change in administration which has been disruptive to straight-line improvement. For another, the disparity that exists between population diversity and resource specialization.*
3. *Any real improvement requires that the School return to its basic mission, and be given the flexibility to administer services in such a way and for the length of time where change can be produced among youths in a confined setting. The Glen Mills program is often used as example of what the Hickey School could be. We believe the reason for Glen Mills' success is that it understands its mission and has virtual control in structuring services to meet the needs of its clients.*
4. *Our discussions with School officials, staff and volunteers produced deficiencies and problems in a wide range of areas, including substance abuse programming; basic and special education; mental health intervention; athletic and recreational programs; job skill development; and community re-entry and aftercare. Each deserves to be addressed, but as part of an overall strategy to place the School in a more effective and flexible position to serve the needs of its population.*
5. *We believe that the option of privatization holds the most promise for the Hickey School in providing it broad latitude to structure a program that is responsible to the mutual goals of public safety, as well as treatment and rehabilitation of youthful offenders. This option has the advantage of insulating the program from leadership turnover brought about by change in administrations, while at the same time granting independence to innovate and target services in relation to need. The*

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Secretary of Juvenile Services would retain oversight responsibility for the quality of services provided by a State-selected contractor operating in strict accordance with specific performance criteria. As part of the move to privatization, the Task Force strongly recommends that an advisory board be established, comprised in part of community representatives, to ensure a continuing dialogue and forum for problem resolution.

In closing, the Task Force would like to express its appreciation to the School officials, staff, volunteers, and other interested individuals who provided us with immeasurable assistance in our work. There are many within and outside of the institution who have labored with great devotion under often difficult circumstances to make a measure of difference in the lives of the young people at Hickey. We would be remiss not to acknowledge and commend them for their continuing and tireless efforts in submitting this report.

